



D.C. PRETRIAL SERVICES AGENCY
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THE ADVOCATE

COMMUNITY ACCOUNTABILITY JUSTICE

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~ INSIDE THIS EDITION ~

PILOT MENTORING PROGRAM

MEETING DARRELL GREEN

LARAZA CONFERENCE

FEDERALLY EMPLOYED WOMEN

FLEXIBLE SPENDING ACCOUNT

THE OSCARS

PROCUREMENT TIPS

MANAGING STRESS

CUSTOMER SERVICE

I SWEAR TO TELL THE TRUTH

FISCAL YEAR 2003 HIGHLIGHTS

TRAINING NEEDS ASSESSMENT
SURVEY RESULTS

MISSION STATEMENT

The D.C. Pretrial Services Agency (PSA) honors the constitutional presumption of innocence and enhances public safety by formulating recommendations that support the least restrictive and most effective nonfinancial release determinations, and by providing community supervision for defendants that promotes court appearance and public safety and addresses social issues that contribute to crime.

From the Director by Susan W. Shaffer



Peter and I are so grateful to have Linda Christian back with us as she recuperates from a broken foot. One of the many things we missed in her absence was the *Advocate*, so this issue is indeed overdue! So put up your feet and sit back, since there is a lot to talk about! So much has happened since our last publication during the summer that it is difficult to even recall all the highlights! No one could ever accuse us of being a stagnant organization! Since the people who get the work done are too busy to write at any length, I'll take it upon myself to tell you some of what has been happening. In the past few months, despite the constraints of operating under Continuing Resolutions, we have moved on to further develop and implement some of the initiatives started in FY 03—such as the Specialized Supervision Unit, the revitalization of our sanction-based treatment programs, and the restructuring of the Diagnostic Unit to create Release Services.

We presented some of these initiatives to the Criminal Division judges during the recent Judicial Training. I have heard very positive

feedback since then, and appreciation for our updated charts that identify the critical requirements and eligibility criteria for all of our programs in Operations. These laminated charts (dated January 2004) have been provided to the supervisors, and copies have been e-mailed to the rest of the Operations staff. You will receive laminated copies by the end of December. They reflect a number of changes that are going into effect now or early in 2004. For instance, the sanction-based treatment programs have revamped our sanctions scheme, providing further opportunities/requirements for additional "redirection" treatment groups prior to the imposition of a jail sanction. These groups are being offered daily, both mornings and evenings, and are available for defendants in all of our sanction-based treatment programs. It is proving to be a very popular change, as defendants as well as judges recognize that we are investing more treatment resources up front in an effort to assist the defendant in attaining sobriety and avoiding the jail sanction altogether if possible. We have made other changes such as increasing the number of weekly treatment hours in all the phases

of the outpatient track for the Superior Court Drug Intervention Program (SCDIP) and adding an intensive treatment track so that a defendant who is assessed for intensive outpatient can also receive treatment from the SCDIP staff.

I am very appreciative of all the work from the staff and management throughout the Treatment, Supervision, and Community Justice Resources Branches that went into this revitalization effort. It has been a huge job to rewrite the curriculum, the contracts, the manuals, to manage adding more treatment groups with limited space availability, to respond to the defendants' concerns about all the changes, and to continue to think creatively about how to improve the delivery of our services despite the shortage of treatment funds to accomplish all that we need to do. Although SCDIP perhaps went through the biggest retooling, the sanctions "redirection" groups were also implemented for all defendants in contract sanction-based treatment, in an effort to bring more consistency between our responses to noncompliance for SCDIP clients and those in contract sanction-based treatment

programs. The staff who are supervising defendants in contract treatment (the Sanction-Based Treatment Team) have been moved to the Treatment Branch to further ensure that the sanction-based contract defendants receive the benefits of the clinical oversight and enhancements provided for defendants in SCDIP and New Directions.

The reorganization of the Social Services and Assessment Center to allow walk-in, same day assessments has enabled us to require assessments prior to placement in SCDIP. With the assistance of the Court Services Branch, potential SCDIP defendants are now being ordered to report for an assessment within 48 hours of leaving C-10, and those who do not so report are nonetheless able to be assessed on the day they return for their first appearance in the Drug Court courtroom. It is a great improvement to conduct the assessment prior to entering Drug Court (rather than immediately after entering), as it allows the defendant to be placed in the appropriate protocol at the very beginning of the treatment episode, yet still gives flexibility to the case manager to move the defendant to a more intensive protocol if a less intensive treatment modality does not prove successful. The introduction of new SATIS software to conduct the ASI's will make it easier for ASI's to be updated as the defendants progress through treatment. In light of the frequently changing circumstances in the lives of the drug-addicted defendant population, we have changed the period of time when we consider an ASI to be presumptively valid from 6 months to 90 days. The Community Justice Resources Branch has provided intensive training on conducting the ASI, and training is now underway on the new software.

The New Directions program has also benefited from our revitalization efforts, and it has also grown tremendously over the past year. Although most defendants in New Directions are assessed for intensive outpatient or short-term residential followed by intensive outpatient, an assessment for outpatient treatment no longer disqualifies a defendant from New Directions. Cross-fertilization between the SCDIP and New Directions staff these past six months has been enormously beneficial, not just in helping each other out as the client base shifts between programs, but in learning about each other's protocols and bringing new ideas to each program. One recent change in New Directions, for instance, has been to utilize a reorientation session with the case manager, which can potentially lead to additional outpatient treatment requirements for non-compliant defendants who are assessed with outpatient or intensive outpatient needs. Only after that response

fails to produce results is the defendant remanded to short-term residential placement as a sanction. This is not only prudent management of limited resources, but reflects a more individually focused clinical response than automatically remanding all noncompliant defendants to a brief inpatient sanction.

Judge Mitchell-Rankin stated in her last Drug Court committee meeting that PSA was very lucky to have such committed staff, and that it was unusual for any entity to be as open to critical self-examination and change as we have been. She expressed her appreciation to all the staff with whom she has worked, saying that she has very much enjoyed her Drug Court experience and that she has learned a tremendous amount. I, too, am proud that we were able to totally rethink what we have been doing, and make improvements that are clinically sound and have the consensus of the Drug Court committee.

There are a few changes still coming that we have not reviewed with the judges but that the Treatment Branch will inform you about shortly. They primarily concern clarifying the eligibility criteria for SCDIP (e.g., generally no more than two pending cases, since a third case may subject the defendant to removal, and will definitely lead the Assistant US Attorney to decline a *nolle* in a misdemeanor case) and streamlining the certification procedures to SCDIP from other courtrooms. The thrust of the changes will be to ensure that the SCDIP staff confirms the defendant's tentative eligibility prior to certification from another courtroom, but that if the defense attorney or pretrial services officer has not previously arranged for an assessment of the defendant, that the defendant be directed by the judge to immediately report for an assessment. That way we can be sure to have the assessment results when the defendant reports to Drug Court. New charts are being prepared that clarify all this for you, and they too will be sent to you by the end of this month.

Changes are underway in supervision as well, and, of course, any change in program criteria ends up having an effect on Court Services and their recommendations to the Court. Kenny briefly outlined to the Criminal Division Judges some of the changes coming in High Risk supervision, notably a new release order that will allow a defendant to be moved from Heightened to Intensive Supervision without having to go back to the Court. This should prove to be a useful tool for Heightened, since the defendants will be warned that non-compliant defendants who are administratively moved to Intensive will receive a 21-day period of home confinement with around-the-clock electronic monitoring. Defendants whose risk level—rather than noncompliant behavior—puts them in Intensive in the first instance will not be subject to the 21-day period unless they become non-compliant (although the curfew in Intensive starts out at 8 pm instead of

the initial 10 pm curfew in Heightened). This effort to utilize administrative sanctions and incentives more effectively is something we have wanted to do for some time.

Kenny also let the Court know that we are going to pilot an effort in the spring to respond to high risk defendants who do not have a home phone where they can be electronically monitored. We need to spend more time defining the criteria for this group, as we know that there is no real substitute for a curfew condition for defendants who may present public safety risks unless they can be electronically monitored or reside in a halfway house. We want to explore, particularly for those defendants whose disorganized lifestyle contributes to a high risk of failure to return to court, whether we can offer life skills groups that will assist defendants in achieving compliance with their release conditions. We have told the Court that this option will be available only as a bond review option, and—like all recommendations for High Risk Supervision, only on recommendation from PSA.

We do want to offer electronic monitoring in Heightened and Intensive as a release option from C-10, but only on PSA's recommendation and only after Court Services has confirmed that electronic monitoring equipment can be installed in the home where the defendant will be residing. The advantage of adding this recommendation in the bail report as an alternative to pretrial detention is that it allows the magistrate judge in the preliminary hearing/pretrial detention courtroom to have the benefit of the legwork we have already done in Court Services. It sometimes makes the difference in whether or not a defendant gets detained—whether or not a less restrictive option is available that will make it more likely that the defendant will not present a danger to the community. Since the halfway house space is at such a premium, one of the key issues yet to be resolved is to get consensus on the criteria for halfway house placement as opposed to Intensive or Heightened. Court Services and Supervision branches will continue to be involved in this discussion as we work toward improving our risk assessment process.

In addition to telling the judges about innovations in all of our branches, and the opening of the new Specialized Supervision unit, we also addressed the budget-imposed restrictions and limitations we are working under. Janice explained why we could not continue to conduct assessments in cells behind the courtrooms with other defendants "listening in", and asked for the judges' assistance in directing the mar-

shals to make space available for us in a section of the courthouse cellblock that is reserved for defendants who need to be at least temporarily separated from others. She also said that we were moving toward finalizing a management instruction that will allow us to place defendants in sanction-based treatment without going back to court for a new release order. We are hoping to avoid specialized treatment release orders for most of our treatment options, as we believe that the contract should be sufficient. Since we have not completed our own internal review of the changes we would have to make before this is implemented, for the time being we are still going to Court to effectuate treatment placements with a release order and contract. As you well know, we have always looked to release orders to define our responsibilities and determine what programs defendants are in, so we have to think through carefully all ramifications to these proposed changes before we finalize them. Our impression, however, is that most judges look favorably on these proposals, and our own internal responsibilities and controls present the issues that we still have to resolve.

I let the Court know that we have a limited treatment budget that cannot support the number of defendants who need treatment services. We probably manage to handle about one third (1/3) of the need. As a result, we are looking at ways to prioritize the use of these resources. I asked several things of the Court—that the judges understand that our resources will be prioritized and are not endless; that we can no longer afford to pay for long-term residential treatment, and we will only be able to handle placements for short-term 30-day residential, to be followed by another 30-day interval of inpatient treatment when necessary (so a total of 60 days inpatient); that we will attempt to use HIDTA placements (starting with the AOC) for those with long-term residential assessments, or see if there are any available APRA placements (which we know are scarce for residential). I also asked the Court not to delay sentencing to secure a lengthy period of pretrial treatment, and indicated that a defendant in a treatment facility who is sentenced to probation will seamlessly transfer to CSOSA's supervision and stay in treatment. The only exception to this is New Directions, where our staff would like at least a defined period of treatment with the defendants to assure that they are ready to move on to CSOSA. Even there, however, it may be that the full period of treatment can be shortened to accommodate the court's sentencing date. We are working with CSOSA to ensure a better hand off of any defendant in treatment, so that the investment in treatment provided during the pretrial period is not lost.

I also let the Court know that our resources are exceedingly strained on our General Supervision teams, and that our caseloads are hovering at 130:1. I indicated that we would

be prioritizing our responses to noncompliance by looking first to the felonies and violent misdemeanors, and that our Court Services staff are making every effort in C-10 to identify the nonviolent misdemeanants who are eligible for Drug Court. I indicated that we would usually provide only drug status reports at the first status hearing in misdemeanors, and that upon request of the Court or after it was clear the case was not going to be dismissed or pled, we would undertake to get misdemeanor defendants into compliance. By imposing status hearings about 10 days after arraignment in every misdemeanor case, the Court is hoping that some cases will be disposed of at that time, either with a reasonable plea offer or a dismissal. In light of this development, it is a more prudent use of our resources to not begin our work until after the first status hearing, when we can determine if the case is going forward.

I also asked the Criminal Division judges to be aware of the PSO's time constraints, and asked that they make an effort to have the calendar PSO's in their courtroom no more than 1 to 1.5 hours a day, or three hours total between the two primary courtrooms served. I explained that the calendar PSO's handle at least two courtrooms, so it is easy for them to spend the entire day either waiting to be heard or running back and forth between courtrooms. I suggested a number of things the judges could consider to make our jobs easier, including: moving forward on the basis of our written reports, unless the PSO is needed in the courtroom to clarify the request or undertake a placement; accepting a telephone representation in the instances where all parties agree and clarification of an issue is needed at the last minute; putting the PSO on call (and working with the courtroom clerks to ensure that this happens); trying to organize the Court's calendar so that most matters needing your presence could be called at the same time, and, again, putting the PSO on call for those matters that cannot be handled because the defense attorney is not available, walk-in bench warrants, etc. I have asked Operations management to look into the cost of getting cell phones for all the calendar PSO's, so that the courtroom clerks will have an easy way to reach you at any time, whether in another courtroom or on your way back to the office.

Although my emphasis in training was on freeing up the courtroom PSO's to be able to spend their afternoons on some supervision responsibilities—thereby lightening General Supervision caseloads a bit—the same suggestions are applicable to all of our staff who are asked to come to court. I hear all too often about the long time spent waiting, and I urge you to start providing courtroom clerks with your available phone

number so that you can be on call. Janice is communicating with the Director of the DC Superior Court's Criminal Division and asking him to inform the courtroom clerks of our needs. We would like to hear from you if you have trouble with particular courtrooms. In the long run, we have to change the expectation that you can wait for considerable periods in the courtroom, and I am happy to assist you in accomplishing this with the judges you work most closely with. I urge you to meet with those judges and re-explain that we are operating under the burden of huge supervision responsibilities that we cannot handle with the current configuration. I hasten to add that we are not at all interested in undoing the excellent reputation the calendar PSO's have in providing much needed assistance to the judges, but we do believe that changes can be made that will allow you to manage your time better. Even if you can get through the bulk of your courtroom responsibilities before lunch, and be on call if there is a matter you have to handle personally in the afternoon, it would leave some time to handle a very limited supervision load of extensive supervision cases. This would replace your monitored caseloads, which we will have to abandon for the time being in the interest of prioritizing where we must put our supervision efforts.

There are innumerable other things that many people at PSA have been hard at work on, and the highlights of the past fiscal year are set forth later in this *Advocate*. There are a lot of hidden accomplishments as well—things that don't jump out as specific success stories but that nonetheless keep the Agency's reputation strong. One such example, for instance, is the way in which the staff in the Court Services Branch responded to the hazards of the hurricane a few months ago. Assisted by Drug Testing and Compliance Unit and Laboratory staff (and supported, as always by IT), the Evening and Diagnostic units managed to get to work when the rest of the city was shut down. Despite the absence of US Marshals, our staff proceeded to process bail reports for the Chief Judge as he presided over a very unusual arraignment situation in MPD's central cellblock. Not only did our staff ensure that defendants had the opportunity for an expeditious bail hearing, but they set the bar for other courthouse staff to follow. Essential PSA staff are on duty through snowstorms as well, performing at a consistently high level despite the inadequate space in the courthouse and the continual training pattern that has been imposed of late. It is very inspiring for me to work with people with this level of commitment.

There are too many stories to tell, and my time has run out for this issue. But I hope you take the time to look through the brief synopsis of Fiscal Year 03 highlights. They reflect only some of the accomplishments of all of our divisions, and they are impressive indeed. Although Peter and I have had a wonderful experience with the Director's Staff

Communications Advisory Committee, we had originally intended to combine that group on periodic occasions with supervisors and managers in order to take stock of what we have accomplished and where we are going. Instead of holding that larger meeting on a quarterly basis, we are now leaning toward doing it twice a year, so that we can regroup halfway through the fiscal year and redirect ourselves if we feel the need to do so.

In the meantime, I want to thank the members of the Staff Communications Advisory Committee for their faithful attendance at our monthly "breakfast" meetings. These meetings have proved to be an exceedingly useful way for Peter and me to keep abreast of what is going on throughout the Agency, particularly with reference to issues of workplace needs and overall morale. The members are a particularly committed and creative group of people for whom I have great respect. Their work on identifying Agency-wide values that will provide the structure for our new peer recognition process was absolutely first-rate and reflects well on their commitment to improving the communication channels between us all. Be sure you know who they are, as they are an important conduit to me and Peter when you have an issue that you are not certain how to bring to our attention. Despite having an open door policy, I know how often I am not there, and how much I miss having the opportunity to communicate directly with you. So this is an opportunity that I very much appreciate for me to hear from you.

As we enter the holiday season, take some time for yourselves and your families. The holiday parties have been wonderful. Many, many thanks to Tracie Wilson, the members of the PSA Holiday Party Committee, and other volunteers for their untiring work to bring us another fabulous evening of great food, drink, and dancing. I also am very appreciative that CSOSA Training and Facilities staff went the extra mile to ensure that the 6th floor Training Room space was thoroughly cleaned up on the following Monday. From the looks of it before the cleanup, I would say that almost "too good a time" was clearly had by all! I think next year we will need to enlarge our cleanup committee or move off site! The CSOSA holiday party (which was off site) was also lovely, and I appreciate that PSA was included in that opportunity to dance the night away with our colleagues at CSOSA.



Have a safe and wonderful holiday, bringing loved ones near and doing for others as you find time for yourselves as well. I hope fervently for a more peaceful and just world in 2004, knowing that each new generation can do better than the one before.



Deputy's Digest

by Peter A. Krauthamer

The new fiscal year is upon us and much has happened in the last couple of months. Pretrial remains a vibrant and critical entity within the District of Columbia criminal justice system. Our value and advanced development in our field is always reinforced when I attend the yearly NAPSA (National Association of Pretrial Services Agencies) conference, which was held in Colorado. The NAPSA conference puts our achievements in perspective because it allows us to take a comparative look at other pretrial agencies across the country. The news is encouraging—issues and programs that other agencies are just beginning to address have been developed and implemented in our office. In many ways, we are the standard bearers, but, as always, being in the forefront places added pressure and demands on all of us to continually assess and evaluate where we are and to remain open to change and creative approaches. At the conference I had the pleasure to hear Bruce Beaudin, DC PSA's second Director and now a D.C. Superior Court Senior Judge, give an impassioned and stirring speech about the value and role of pretrial services; I was impressed by our own Director, Susie Shaffer, and her participation on a panel discussing the newly-revised draft NAPSA Standards that she and others developed over the past years; and I had the honor of being invited to assist our own Training Director Laura DeVol and the Honorable Bruce Beaudin in their very successful class by playing the role of a defense attorney. I will only mention in passing the critical contributions our staff played in ensuring that the hospitality suite offered a friendly and relaxing atmosphere after long days of attending presentations on various pretrial issues. For more incriminat-

ing information you may contact PSO Jennifer Boyer, who possesses documentary and incriminating evidence in the form of photographs.

In the past few weeks, PSA has been enhanced on a number of fronts. The new Training Center has opened, located on the ninth floor at 601 Indiana Avenue. If you have not had an opportunity to visit, do drop by to witness what Facilities, Procurement, and Training have put together for our use, growth and development. One of the first sessions I attended in these new "digs" was Norma Scott's introductory session for the PSA mentoring program, which is now in its first year pilot phase with 50 participants. Norma, the Program Coordinator, has put together a terrific program, and PSA's interest was so overwhelming we had to turn down a huge number due to the limited number of spaces in this program. But this is just the beginning and we expect to learn much from this pilot that will allow us to support a permanent mentoring program, benefiting the participating staff and the Agency.

Remember that the TSP open season is upon us. If you have not enrolled or if you are enrolled but can increase your contribution, please do so, or at least consult with our specialist, Claudine Thompson, who can advise you on how you can help yourself in the long run.

The Combined Federal Campaign has ended. However, we can receive contributions up until December 18th. Thank you to all who have already so generously given. CFC Chairperson George Pruden reports that we should be in line to receive two awards this year. One award is called the Summit Award. This

award goes to agencies that raise more than 3% than was raised last year. The second award is called the Most Improved Campaign Award. This award goes to agencies that raise 5% more money than last year **and** increase their participation rate by 2%. The **\$79,051** raised this year was also the highest amount ever raised at CSOSA and PSA and exceeded the 2001 campaign's \$64,000 by almost 24%! Thank you for exercising your power to help! And, many thanks to PSA's Co-Chair, Spurgeon (Kenny) Kennedy, and to all the PSA Keyworkers — Annette Bryant, Dave Cooper, Natasha Davis, Rufus Felder, Rebecca Gaither, Monica James, Kristin Kainu, Linda Linnell, Rashida Mims, Brian Perry, Paige Reinhart, Robert Smith, and Louis Vaughn.

Last but not least, we are closing out the year on the heels of the PSA Holiday Party which, as usual, was a resounding success. For those of you who were unable to "partee", you missed out on some good fun. The sixth floor was rocking, the food in the immortal words of PSO Deron Edwards was "slammin'", and wherever I glanced folks had that satisfied look on their faces that assured me they were all having a great time. We also appreciate the supervisors and managers who made additional contributions so that the costs for line staff would be kept low. Tracie Wilson, with a huge assist from Kori Spriggs, Deron Edwards, Michael Popil, Christopher Talley, John Hall, Willie Agnew, Andrew Marcus, Monica James, Renee Toye, Darlene Wilkins, and Ronetta Harris, put on a magnificent event not soon to be forgotten.

FYI

by Janice C. Bergin
Operations Director



So much has been going on throughout PSA, and there's a whole lot of catching up to do.

MAKING THE MOVE

PSA is one place known for not sitting still. Not too long ago, F&A acquired additional space at 601 Indiana Avenue, and Al Miller and Devin Bassett, Sr. of Facilities have been working in overdrive to get new furniture installed, old furniture disposed of or cleaned and staff situated in their new locations.

1. IT now resides on two floors at 601 Indiana Avenue – the 7th and 8th floors. To accomplish this, the Software Development Team moved from the 9th floor to the 7th, the Network Team moved to the 8th floor, and ISS accompanied by Karen Garrett moved from the 10th floor to the 8th.
2. Training and Career Development departed 633 Indiana Avenue and is settling in on the 9th floor at 601. If you get a chance, I suggest taking a walk to the new Training and Career Development Center. The new computers are beautiful, and we now have a real training center with various rooms to accommodate all types of training.
3. When General Supervision first moved to 601 Indiana Avenue, security was a big concern and continues to be. As a result, the General Supervision Court Representative Team is moving to the 10th floor of the same building because they do not have quite the pedestrian traffic as their

co-teams. Team 3 filled in the vacancies left by the Court Rep Team, finally getting the entire General Supervision Unit in one building.

4. After Training and Career Development moved from 633, SPA&E (Strategic Planning, Analysis & Evaluation) staff quickly moved into their vacant offices on the 11th floor.
5. New Directions left their very first home at 300 Indiana Avenue, and share space on the 9th floor with Drug Court, putting our two in-house treatment programs side by side.
6. The new Specialized Supervision Unit will take over New Directions' offices.
7. The following Operations offices will remain at 633: Intensive Supervision Program/Work Release Unit is located alongside Heightened Supervision, the Social Services and Assessment Center moved into Intensive's former space, and the DTCU Satellite Office is still on the 9th, floor servicing Drug Court and the Heightened and Intensive/Work Release clients. (Surveys are being conducted to determine the feasibility of drug testing New Directions clients at the Satellite Office.)

INTRODUCTIONS

I would like to welcome a new member to PSA, Alton Byrd. Alton, a former employee of the D.C. Department of Mental Health, was selected as the supervisor of the new Specialized

Supervision Unit approximately three months ago. His impressive educational background in the mental health field, long-standing career in the city's mental health system and, more recently, his position as Court Liaison for the *Options* program, made Alton an excellent choice for the new position and mental health supervision program PSA is about to launch. Welcome aboard, Alton. We look forward to putting you to work.

Congratulations to Tracey Carson, the newly selected supervisor of the Sanction-Based Treatment Team. Malaika Mayberry is credited with creating this Team, which is responsible for supervising General Supervision defendants placed in contract sanction-based treatment. Because of the Team's success, Malaika's original concept has been expanded. Sanction-based treatment clients from Heightened Supervision will be added to the Team's caseload. Also, the Team will move from the General Supervision Unit to the Treatment Branch. The reason for the move is to provide the Team with one-on-one clinical support from the Treatment Coordinator and other Branch staff. We plan to move the Sanction-Based Team to 633 Indiana Avenue, but we will have to wait until the already scheduled moves are finished. Tracey, who recently received her treatment certification, has strong supervision skills, having worked in the Supervision Branch, as well as many years as a probation officer for DC Superior Court's Social Services Division. Good luck to Tracey and the Team!

Pilot Mentoring Pairs Selecting and the Pilot Program Begins With Exciting Two-Day Kick-Off Training by Norma Scott, Program Coordinator

On Thursday, October 16, 2003, our Mentoring Senior Steering Committee struggled with the prospect of selecting 15 mentoring pairs. It was a formidable task: twenty-seven knowledgeable, experienced leaders and subject matter experts willing to dedicate their time and expertise as a mentor, and 30 worthy, hardworking volunteer protégés ready to develop themselves professionally and maximize their contribution to the Agency! Committee members read through each mentor and protégé volunteer survey, impressed with the expertise our mentors had to give and with the aspirations our prospective protégés had to offer. They matched first preferences and considered each volunteer's second and third preferences for possible matches, but in the end, they knew our Pilot Mentoring Program could only support 15 pairs. These pairs were formed based on a correlation of first preferences, followed by a matching of second and third preferences (closely combined with comparing competencies sought by protégés to those offered by mentors). After this difficult task, the Mentoring Senior Steering Committee expressed their regret that all volunteers could not participate in the Pilot Program and renewed their commitment to expand the program in the next iteration.



A flurry of notifications followed! And then, on October 21 and 22, our Pilot Mentoring Pairs received mentoring training from Dr. Heather Brown of Professional Solutions, Inc. Dr. Brown came to us with excellent references, having pioneered mentoring programs in several large Federal agencies. The agenda was packed full of varied, interactive exercises designed to define the mentor/protégé roles and goals of the mentoring relationships, develop rapport between mentors and protégés, develop mentors' and protégés' capability to give and receive constructive criticism and feedback, and explore appropriate PSA career success strategies. Two thumbs up, Dr. Brown! Take this rigorous training schedule and



inject the humor and enthusiasm of 29 PSA employees and bingo, two days of intense learning and fun! Laughter combined with serious discussion, role playing and a behavioral style assessment instrument resulted in almost everyone leaving on Wednesday afternoon with new insights into themselves, their mentors or protégés and even their colleagues. Go Pilot Program Mentoring Pairs! What spirit! You are lighting the way for PSA to become a mentoring organization!

Meeting Darrell Green!!!! (Well, not really but I did hear him speak.)



by Kristin Kainu
Pretrial Services Officer

On October 22, 2003, I was privileged to be able to hear Darrell (yes, we are on a first name basis now 😊) speak about giving to the community. This man, who has every reason to be arrogant, starting with his numerous career highlights as a *Redskin* right down to his great looks (and I must say he does look good) is nothing but humble. He spoke very little about his football career except that it is part of his past and that giving to the community is his current passion.

His speech focused on persons and their responsibilities to the charities in the CFC (Combined Federal Campaign). He elaborated on such qualities as faith, inspiration and self-examination. The concept of "self-examination" stuck out in my mind. I thought, "What do I do that makes a difference?" Shoot, if I could, I would save the whole world (spoken like a true social worker, right?). I remember not too long ago, I walked 60 miles in 3 days with thousands of

women for breast cancer research. With everything that I experienced in those 3 days, I have to say there were two memorable moments that brought it all home. Believe it or not, it wasn't the sub-zero temperature on the first night, the rain and the leaky tent on the second night, nor was it the cold scrambled eggs I ate each morning for breakfast. It was seeing the 79-year-old breast cancer survivor who walked the same 60 miles I walked. It was the lady cheering on the sidewalk who yelled out, "You're walking for me!" I can still feel the same pit in my stomach I felt when I heard her yell those words. Those are the individuals who make freezing and leaky tents bearable, cold eggs tasteful, and they are the balm for sore, achy muscles and blistered feet.

I can now see where Darrell gets his passion. I can see why giving to the community is so important to him, and I can see why he has devoted his life to making a difference.

Do I plan on walking those 60 miles again? You bet! I wouldn't have it any other way. Yet, there is more that I can do. There is also more that you can do.

This is a perfect time to do your own self-examination. You have got the power to help. Will you use that power?

2003 Combined Federal Campaign (CFC)

PSA's Chairperson
Spurgeon Kennedy

Keyworkers
Annette Bryant
David Cooper
Natasha Davis
Rufus Felder
Rebecca Gaither
Monica James
Kristin Kainu
Linda Linnell
Rashida Mims
Brian Perry
Paige Reinhart
Robert Smith
Louis Vaughn

Editor's Note: Although the 2003 CFC is "officially" over, we can still process your donations **until December 18th** through Annette Bryant, Office of the Director, 220-5500.

Conference Time...

by Daniel Taylor



**Policy & Program
Development Manager**

This past summer, I had the privilege of attending two conferences, while keeping an eye open for PSA Operational policy and program development. The first conference was the Virginia Summer Institute for Addiction Studies held at the College of William and Mary from July 21-25 in Williamsburg, Virginia. Besides the great atmosphere and camaraderie, there were numerous outstanding speakers and workshop presenters. One of the presenters was Carlton Erickson, PhD., from the University of Texas, who presented on "Drugs, the Brain and Behavior" in describing addiction as a brain disease. His research findings on how drugs interact with brain functions were truly fascinating, especially in considering how many drugs target specific receptors within the brain. My longstanding beliefs were particularly challenged, as the research findings regarding addiction and dependence suggest that particular drugs choose us (within our brains), versus having a drug(s) of choice. All we do is decide whether or not to take them.

Another excellent presenter was Peter Bell from Minne-

sota. Mr. Bell presented on the cultural aspects of addiction – particularly within the African American community. One of the more poignant points that Mr. Bell made was concerning the notion of "rehabilitation," when many of our clients have never been "habilitated" to begin with. This point was very relevant, considering many of the trends we've seen with clients in social services and life skill needs.

The second conference I attended was the American Probation and Parole Association Conference from August 24-27 in Cleveland, Ohio. This conference was certainly a different experience for me, coming from a pretrial perspective. However, the workshops I attended were extremely interesting and informative. Of particular interest was a presentation on the "Winners Circle," which is a new movement within the self-help arena that is modeled after a therapeutic community and 12-step approach. In the Winners Circle, clients meet one to two times per week, and "run" the program themselves with limited supervision. Another interesting presentation concerned the national criminal justice/

mental health initiative, which offers technical assistance to criminal justice agencies in developing mental health programs. The members of this initiative consist of professionals from throughout the mental health field, law enforcement, pretrial, probation, parole, and the courts. One of the most valuable experiences I received from this conference was interacting with professionals from many different agencies and jurisdictions, and learning how they approach community supervision – not to mention all of the different automated systems they use!

Finally, I had the unexpected experience during dinner one evening of running into Billy Bob Thornton (Sling Blade, Monsters Ball, etc.) at Cleveland's Hard Rock Café. He was in town touring with his rock band (no, I didn't ask about Angelina Jolie)!

As always, if you're interested in any of the information or materials I gathered from either conference, please feel free to stop by or contact me – I'd be glad to share!

La Raza Conference by Valerie Taylor Human Resources Specialist

Saul Atencio of the Supervision Branch, Janeth Munoz, Supervisor of the Evening Unit, and I, attended the National Council of La Raza (NCLR) Annual Conference in Austin, Texas, from July 11 through 15. A private organization established in 1968, NCLR has more than 300 formal affiliates, collectively serving 37 states, Puerto Rico, and the District of Columbia, and a broader network of 34,000 groups and individuals nationwide, reaching nearly four million Hispanics annually. It provides services not only to its own affiliates, but also to other local Hispanic organizations.

PSA participated as one of more than 300 exhibitors. These included other Federal agencies, state and local governments and private sector organizations.

Like PSA, many of the exhibitors were recruiting, while others were offering information on their services and organizations.

Our objective was to recruit Spanish-speaking applicants for positions at PSA. Saul and Janeth shared their experiences as Pretrial Services Officers, and I provided information on qualifications and application procedures. We all answered the question "What is the DC Pretrial Services Agency?" and explained our mission and goals.

The conference also included various information workshops on topics such as immigration issues, corporate diversity, women's issues, and leadership development. Saul attended the workshop on Substance Abuse Treatment and Prevention as an Alternative to Incarceration, and Janeth attended the workshop on Case Management.



Valerie Taylor and Janeth Munoz

The conference was a great opportunity for us to market our Agency through direct contact with potential job applicants from the Hispanic community and explain job opportunities on a personal, one-on-one basis. It was also the first time we used our new recruiting display and other materials, all of which generated interest and attention. We met a number of individuals who were interested in working with PSA, and we are hopeful that this effort and similar future ones will enhance our ability to attract bi-lingual candidates to work with our Spanish-speaking clients.



Janeth Munoz and Saul Atencio

Federally Employed Women

by Ruth B. Jones

Community Treatment Specialist

Social Services and Assessment Center



The Federally Employed Women (FEW), an international organization working toward the advancement of women in government, held its 34th National Training Program on July 7-11, 2003 in Chicago, Illinois. I attended the conference to gain a better understanding of the vision and goals of the organization. This year's theme, "Building Tomorrow's Leaders Today", was right on target as it relates to the national and international crisis that we are facing today. Part of my role here at PSA is to make appropriate assessments and referrals for treatment and other services. This conference met the objective of PSA's mission relating to the Agency's community interaction by equipping me with new ideas, tools and strategies to effectively address the every day challenges of working in the criminal justice field.

Merri Dee, Director of Community Relations at Chicago's WGN-TV Channel Nine, gave the opening remarks - "The Power of Women, The Power of One." She has been with Chicago WGN-TV Channel Nine for over thirty years, and serves as liaison between WGN-TV and various community organizations. In addition to participating in many public service organizations, her life experiences enable her to speak on topics related to criminal justice.

In July 1997, a parolee and known stalker kidnapped Merri Dee and her guest following the news broadcast. She witnessed the murder of the guest. She was shot twice in the back of the head. As a result of this horrific act, she was temporarily paralyzed and blinded. Six years later, having overcome the odds, she stood before a crowd of 2000+ women fully recovered! Merri Dee impresses on us that she is not a victim, but a survivor. She tells the audience that she no longer gets up to go to her job every morning... she goes to her career. There is an attitudinal difference between a job and a career. Philosophically, the person that goes to a job may not make a difference or have an impact on the situation.

Merri Dee lives a life of constant pain (due to a bullet lodged in her spine), but she does not allow her circumstances to distract her. The opening address made both an impression and impact in my own life. Several years ago, I was Site Coordinator for a program called IMPACT (Integrity, Motivation, Perseverance, Attitude, Character, Truth), a mentoring program for at-risk boys. Today, when I use the word IMPACT, I often reflect back on those experiences. As a Community Treatment Specialist for the Social Services and Assessment Center, it is my goal to have an IMPACT

on our clients by ensuring that the most appropriate modality of treatment and referrals are made.

It is also necessary to have very clear and concise goals in order to have an IMPACT on your life and the lives of the people around you. I found exactly what I was looking for pertaining to goal setting and creating actions in Michael Dellinger's class entitled, "From Goodness, To Greatness-Principles of Goal Setting." This class left me with several questions. Am I making a difference? Did I leave it better than I found it, with honor and with no regrets? A part of having an impact is to set goals and make daily decisions that make a difference that change the outcome of a situation for the better. This goal setting class helped me develop a plan for my career at PSA as well as in my personal life. Michael Dellinger quoted several thoughts that I leave with you. (1) If you don't have a plan, you will be a part of someone else's plan. (2) The person who knows how will always have a job. (3) The person who knows why will always be the boss. (4) Successful people make a habit of things unsuccessful people don't. (5) It doesn't make the difference unless it makes all the difference.

This conference made all the difference for me.

What is this new Flexible Spending Account?

by Romeyn Rowison
Sr. Human Resources Specialist



The Federal Flexible Benefits Plan ("FedFlex") enables eligible employees to pay for certain benefits with pre-tax dollars. The initial FedFlex benefit, Health Benefits Premium Conversion (HB-PC), was implemented in October 2000. In calendar year 2003, OPM is expanding FedFlex by offering a new type of benefit called Flexible Spending Accounts (FSAFEDS).

What is a Flexible Spending Account (FSA)?

A Flexible Spending Account (FSA) is a tax-favored program that allows you to set aside **pre-tax money** from your paychecks to pay for a variety of eligible expenses.

There are two types of FSAs:

Health Care Flexible Spending Account (HCFSA)

Covers eligible health care expenses not reimbursed by any medical, dental, or vision care plan you or your dependents may have.

Eligible dependents for this account include anyone you claim on your federal income tax return as a qualified IRS dependent and/or jointly file your taxes with.

Here is a listing of several reimbursable health care expenses:

1. Co-payments, coinsurance and deductibles;
2. Prescription drugs;
3. Over the counter medications (not including vitamins and dietary supplements);
4. Dental care;
5. Diabetic supplies; and
6. Eye exams, glasses, contact lenses and laser eye surgery.

If you would like to view a listing of more eligible medical expenses please visit www.fsafeds.com.

Some ineligible expenses include:

1. Cosmetic services (unless required to restore appearance or function due to disease or illness);
2. Expenses you claim on your income tax return;
3. Insurance premiums;
4. Long Term Care;
5. Weight loss programs for general well being; and
6. Temporary Continuation of Coverage.

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Dependent Care Flexible Spending Account (DCFSA)

Covers eligible dependent care expenses incurred so you can work, or if you are married, so you and your spouse can work, or your spouse can look for work or attend school full-time

Here are some typical examples of eligible dependent care services:

1. Child care (at a day camp, nursery school or private sitter);
2. Late pick up fees (from a caregiver);
3. Care of an incapacitated adult who lives with you at least eight hours; and
4. Expense for a housekeeper whose duties include caring for an eligible dependent (ex. nanny).

Some ineligible expenses include:

1. Education or tuition fees;
2. Late payment fees;
3. Overnight camps; and
4. Sport lessons, field trips, and clothing.

Eligible dependents for this account include anyone you claim on your federal income tax return as a qualified IRS dependent and/or jointly file your taxes with.

You may choose to participate in either, or both, of the Flexible Spending Accounts. All current PSA employees meet the eligibility criteria for both the Health Care FSA and the Dependent Care FSA.

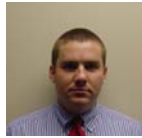
IRS Issues

Limitations apply to DCFSAs on an aggregate basis

The maximum amount you may elect to a DCFSA is set at \$5,000 by law. This \$5,000 limitation is the maximum pre-tax benefit for all dependent care programs available to you, including programs other than FSAs.

Exceeding the applicable limit would occur if both spouses work for employers offering an FSA program and both choose a DCFSA, which combined, exceeds the applicable limit of \$5,000 (\$2,500 if married and filing separately).

Unlike DCFSAs, there is no maximum HCFSA allotment specified by law. While the maximum permitted under FedFlex is \$4,000 per covered employee, you or your spouse may have another FSA available through another employer plan or FedFlex. Thus, the aggregate HCFSA allotments for a working couple may exceed the \$4,000 FedFlex maximum.



And the Oscars Go To...

by Scott Hopkins, Training Officer

... Stephanie Burkhalter and Scott Hopkins!

Some time ago, Stephanie and I got to flex our acting muscles during U.S. Probation's annual role-play training. Each year, Probation's training staff comes up with new scenarios that are designed to test probation officers' skills in handling situations under pressure. (Probation generally uses role players who won't be recognized by the officers, which is why Stephanie and I were chosen.)

In Stephanie's scenario, two probation officers visited her home to ask her why she hadn't paid her court imposed fine. Before the scenario, the only thing the officers were told was that she has 'mild depression'.

Upon arrival at her house, it was clear to the officers that Stephanie had more than 'mild depression.' She immediately moved to her kitchen to tell the pork chops to "get back in that frying pan!" When the officers asked if there was anyone else in the house, she said "just me and Jesus". (One officer responded, "Are there any humans in the house?") She told her purse to "shut up; I'm talking to these nice people!" If any of the officers tried to ask her why she hadn't paid her fine to the court, she got excited and said "Oh Lord, is it time for People's Court?" Ideally, the probation officers would immediately real-

ize that they weren't getting anywhere with her, so they'd tell her to report to their office in the morning. In some of the more amusing scenarios, the officers continued to try to talk to her, which only made Stephanie act more insane.

My scenario took place in an office setting. The officers were told only that they would be checking in an offender to conduct a urinalysis.

I played a UPS deliveryman. As I walked into the office, the receptionist called the probation officer up to the front to man the phones while she signed for the packages. Once the receptionist and I exchanged pleasantries, I threw down my clipboard, grabbed the receptionist by the throat, and held my pen up to her neck.

If they didn't immediately charge me or spray me with pepper spray, I said that I recognized the probation officer as the one who locked my brother up yesterday. I told them to call whoever they needed to call to get my brother out of lockup. If they complied, I told them to switch with the receptionist so I could hold them hostage instead.

A handful of the officers were so quick in grabbing my arm or spraying me that I didn't get the chance to say anything. The pepper spray

was inert, so it didn't hurt that much. Some of the officers were so stunned that all they could do was back out of the office (thus sacrificing the poor receptionist.) If people didn't comply with my commands, I 'killed' the receptionist.

Each scenario was videotaped. Once everyone was finished, we met as a group to watch several of the sessions. The officers were critiqued by the safety experts and their fellow officers to help them determine what they could have done differently (or what they did right). The general feeling of the group was that 'Stephanie was incredible' in her role, and that my scenario 'caught everyone totally off-guard'. The people in charge of the training were quick to mention that there really is no correct way to handle each scenario, and that the idea of the training is to make sure everyone is aware of the options they have and what others would do in those situations.

It was an incredibly rewarding experience for Stephanie and me. It helped us to see how agencies like ours expect their people to handle certain situations, and it gave us some ideas to use here at Pretrial. And even though we did not actually win Oscars for our acting, we did receive very nice U.S. Probation baseball caps.

Procurement Tips

by Pamela Durrett

Sr. Contracting Officer



Office of Finance and Administration

Employee Relations with Contractors

One of the many policies of the federal government is to rely on contractors for goods and services that it requires, with the exception being those services determined inherently governmental. This policy encourages the use of contractors and the integration of contractor employees with the government workforce. Contractors and government employees will many times work side by side on a project for a set period of time in support of the Agency's mission. It is imperative that a good, positive, and professional working relationship be developed from the beginning and exist throughout the period of performance between the two parties in order to support mission requirements.

A contractor, however, is not part of the Agency's staff and, therefore, should not be treated as an Agency employee. There are many laws and regulations that govern the relationship between government employees and government contractors. Many of these laws and regulations are covered during annual ethics briefings given by the Office of General Counsel.

One of several factors that a PSA employee should consider in his or her dealings with a contractor is the role the contracting officer plays in ensuring the proper administration and evaluation of the contractor's performance. Many areas of a contractor's performance are evaluated at the end of the performance period, and input, good or bad, from the end users of the service, is vital in the overall assessment of the contractor. To that end, it is the practice of PSA that an employee wishing to correspond directly with a contractor or contractor employee about the contractor's performance or business relationship should first consult with the contracting officer.

This practice is based on Title 5 Code of Federal Regulations Section 2635.702(c)(2), which states in relevant part that an employee shall not use or permit the use of his Government position or title or any authority associated with his public office to endorse any product, service or enterprise except:

"As a result of documentation of compliance with agency requirements or standards or as the result of recognition for achievement given under an agency program of recognition for accomplishment in support of the agency's mission."

Therefore, the general rule is that PSA employees cannot use their PSA title or position to imply Government approval or authority for their own or another's activities outside the scope of their official duties. PSA employees may write a letter of recommendation to support an employment application on PSA letterhead and sign it using their official title when: (1) the reference is based on their personal knowledge of the ability or character of the individual and this knowledge was derived in the course of their Federal employment; or (2) they are recommending the individual for Federal employment. (See 5 C.F.R. 2635.702(b)).

How do I find out information about my requirement without talking to a vendor?

This question has come up many times and it is a very valid one. To define a particular requirement, requestors must perform some type of market research to determine information about a product or service, such as availability, estimated cost, unique performance features, warranties, and other valuable information

Continued on page 21...

Trudy's Tidings

by Trudy Van Voorhis

Branch Manager, Court Services and Supervision Branch



I'm fine; and yourself?

Things here in Court Services have been pretty busy with all of the Branch restructuring, new court initiatives (Prostitution Court and Community Court modifications), and the damp weather has really caused a mental overload. I thought I would get some air (C225 is still pretty warm) and since I couldn't walk outside in the rain, I did a lap around one of the court-house floors. Walking past a courtroom, I overheard this exchange:

A farmer who had decided his injuries from the accident were serious enough, was suing the trucking company responsible for the accident. In court, the trucking company's impressive lawyer was questioning the farmer. "Didn't you say, at the scene of the accident, 'I'm fine'?", questioned the lawyer. The farmer responded, "Well, I'll tell you what happened. I had just loaded my favorite mule, Bessie, into the....."

"I didn't ask for any details," the lawyer interrupted, "just answer the question. Did you not say, at the scene of the accident, 'I'm fine!'?"

The farmer said, "Well, I had just gotten Bessie into the trailer and I was driving down the road..."

The lawyer interrupted again and said, "Judge, I am trying to establish the fact that, at the scene of the accident, this man told the Highway Patrolman on the scene that he was just fine. Now several weeks after the accident he is trying to sue my client. I believe he is a fraud. Please tell him to simply answer the question."

By this time, the Judge was fairly interested in his answer and said to the lawyer, "I'd like to hear what he has to say about his favorite mule, Bessie."

The fellow thanked the Judge and proceeded. "Well as I was saying, I had just loaded Bessie, my favorite mule, into the trailer and was driving her down the highway when this huge semi-truck and trailer ran the stop sign and smacked my truck right in the side. I was thrown into one ditch and Bessie was thrown into the other. I was hurting real bad and didn't want to move. However, I could hear ole Bessie moaning and groaning. I knew she was in terrible shape just by her groans."

"Shortly after the accident, a Highway Patrolman came on the scene. He could hear Bessie moaning and groaning so he went over to her. After he looked at her he took out his gun and shot her between the eyes. Then the Patrolman came across the road with his gun in his hand and looked at me. He said, 'Your mule was in such bad shape I had to shoot her. How are you feeling?'"

Humor is to life what shock absorbers are to automobiles.

Managing Stress for Women

by Leighanne Briguglio

Quality Assurance Officer, Evening Unit



I attended a seminar in Hagerstown, MD called "Stress Management for Women" that was presented by Darla Hensley from Fred Pryor Seminars. For just \$39, it was probably the best seminar I have ever had the pleasure of attending. Thanks to PSA for footing the bill!

As a woman, there are many stressors that we face on a daily basis: family, financial issues, commuting to work, modern technology, health, managing a household, dealing with supervisors and/or co-workers, to name a few. A *stressor* is defined in layman's terms as "something that is asking us to respond to it – a cause of stress," whereas *stress* is "your body's reaction to this perceived threat." It is sometimes difficult to resist stress, but try these five tips from Ms. Hensley: 1) remain optimistic yet be realistic, 2) maintain open communication, 3) focus attention on priorities, 4) be open to learning new ways to increase effectiveness, and 5) maintain a healthy and balanced lifestyle.

I found out something very interesting at this seminar and realized I have been in denial the whole time. Most stress is "self-induced" – and this is the hardest type of stress to overcome. To keep from getting stressed out and taking it out on your family and friends, Ms. Hensley proposed a few ideas: 1) know your personal and professional priorities (don't try to be "Wonder Woman" and take on everything yourself), 2) measure your success by effectiveness versus time or perfectionism, 3) allow yourself a "reality check" once in a while, and 4) plan for relaxation (ahh – head to the spa for a massage or pedicure, read a book, take some time out for YOU). There are many days that go by when you are trying to please everyone else (boss, spouse, kids, pets, etc.). Take some time to do something for yourself **away** from everyone else. Recapture some of that lost creativity – play a musical instrument, read a new book, start scrapbooking, tell stories to children. Develop a sense of humor and have some fun – watch a comedy movie, think of things that used to make you laugh in the past, and socialize with people who are fun to be around. Be optimistic, not pessimistic!

I also learned a few ways to combat chronic work stressors – I'm sure many of you at PSA can relate to this. Think in terms of Cause and Solution – for example:

Cause: Work Overload

Solution: Share work with others in the office – remember the concept of teamwork and return the favor, or compare the work you actually do with your performance measures/job description.

Cause: Differing Values

Solution: Accept each other, respect each other, and don't change your own values to please someone else. You are who you are; everyone is different and that's what makes life so interesting.

Cause: Automation

Solution: Learn it, Use it, and Teach it --- pretty simple, if you make the effort.

Cause: Lack of Information

Solution: Take time to review your policies and procedures; ask questions.

Cause: Lack of Challenge

Solution: Ask your boss for special projects in something you might be interested in or something that would benefit the Agency; write a letter of interest to other units within the Agency letting them know you would like to be cross-trained and learn something new. Plan for success in life!

For many of you who don't know this – stress can be a "silent killer." The most dangerous type of stress is PHYSIOLOGICAL. During our seminar, Ms. Hensley kept bringing up the issue of health. For women, there are many health is-

Continued on page 25...BRIGUGLIO

Customer Service

by Debbie Taylor

Receptionist, Office of the Director



I had the opportunity to attend an in-house class entitled "Customer Service Excellence," presented by Jack Messenger from the Dale Carnegie Training Institute. What is customer service excellence, you ask? Let me give you a few examples:

Putting the customer first - expectations, rights and needs of PSA's customers.

Caring – being genuinely interested in the other person.

Respecting the customer - showing respect for the other person's opinion.

Never using statements such as, "you're wrong."

Wanting to help - being sympathetic with the other person's ideas and desires.

Anticipating customer needs - making suggestions to help your customer make proactive decisions.

Listed below are the four key components for "Customer Service Excellence." I hope that this will assist you when providing services to PSA customers.

1. **Commitment** - What is your attitude regarding the products and services you provide?

Objectives:

- (a) understand that being customer-focused starts with being as committed to customer service as you are to the quality of your work.
- (b) exceptional customer service positively affects the ability to achieve PSA's mission.
- (c) providing exceptional customer service begins with the leadership team and ends with each of us.

Questions:

- (a) What is the impact of your attitude?
- (b) Is there room for improvement; if so, how?

2. **Solutions and Strategies** - Improving customer service must be an individual effort. As customer service team members you set the example and coach each other.

Objectives:

- (a) you can improve customer service.
- (b) there is a customer service process to follow.
- (c) recognizing your customer is your reason for being.

Questions:

- (a) Can you exceed your customer's expectations?
- (b) What questions will you ask to determine your customer's needs?
- (c) What solutions or suggestions can you offer that will create a positive result for your customer and meet his/her needs?

3. **Responses and Reactions** - Proactive responses *versus* crisis reactions. How do your responses and reactions impact customer loyalty?

Objectives:

- (a) understand that problems and complaints create many goodwill opportunities.
- (b) understand that there is a difference between responding and reacting.
- (c) realize that your customers' feelings are as important as their needs.

Questions:

- (a) Why is it important to respond to a complaint in a positive way?
- (b) How do our responses and reactions impact customer loyalty?

4. **Continual Focus** - To maintain focus, keep exceptional customer service as a top priority.

Objectives:

- (a) understand that focusing on customer service issues is key.
- (b) the customer service race has no finish line.
- (c) you must always be looking for ways to improve customer service.

Continued on page 21...TAYLOR

"I Swear To Tell The Truth"

by Kenya M. Gregory, Office of the General Counsel (CSOSA)

Reprinted from NEWSLINK, July 2003

"I, John Doe, do solemnly swear to tell the truth ..." We are all familiar with these words whether based upon our experience of reciting these words as a witness or from having heard them on our favorite courtroom television drama. These words, or a variation of them, are usually used when an individual is sworn in to testify in a court of law. Testifying can be an intimidating experience because as the witness, your responses are being scrutinized by the attorneys, the judge, and in some cases a jury. Even though testifying can at times be a daunting task, applying some basic tips can be the key to providing competent testimony.

Provide Responsive Answers

Your job as the witness is to answer questions posed to you in a truthful and responsive manner. To be an effective witness you should speak in a clear, audible manner. When answering a question try to provide succinct, accurate responses. Below are useful tips to follow when testifying:

- Think before you speak.
- Answer the question posed and nothing more.
- Provide testimony that refers to the events as you recall them, and not what you have heard from someone else.
- Do not guess when testifying.
- Do not answer a question that you do not understand. Instead, inform the attorney if you do not understand the question.
- Listen carefully to the whole question and pause before answering to

give your counsel a chance to object.

- Respond in full, complete sentences.

- When testifying about conversations, make it clear whether you are paraphrasing or quoting directly.

- If information is in a document, which is an exhibit, ask to see the document.

- Do not answer a compound question unless you are certain that you clearly understand both parts of the question.

- If you are interrupted, let the lawyer finish his interruption and then firmly, but courteously state that you had not finished your answer to the previous question.

- If you are finished with an answer and you are satisfied that your response is complete and truthful, remain quiet and do not expand upon it.

- If there is an objection to the question, listen to the objection very carefully, but don't answer until you are instructed to do so.

Demeanor

The way you dress and present yourself is a reflection of you and unfortunately, can be at times all that some people use to evaluate you. When testifying, it is important to appear aware and astute. You should be clean and dress in business attire. Also, while testifying it is important to have good posture and make eye contact with the lawyer or, as in some instances, the judge who is asking you questions. Also note the following:

- Dress neatly and conservatively for court. Normal business attire is appropriate.

- Once in the courtroom, or in the view of others, avoid behaviors such as joking, chewing gum on the stand, making racial slurs or swearing.

- Be professional.

Be Courteous and Remain Calm

While the act of testifying in itself can be nerve-racking, it is important to be courteous when providing your responses and to remain calm. Remember you are there as a witness to provide testimony about your personal knowledge of the subject matter. Do not allow opposing counsel to rattle you. Avoid becoming combative. Instead, stay cool and answer the questions. Also:

- Avoid expressing anger or arguing with the examiner.

- If you are caught in an inconsistency do not collapse or fall apart.

Tell the Truth

We have all heard the saying "the truth will set you free"; well this saying could not be more fitting than when testifying. Always, always, tell the truth. Telling the truth is not only morally and ethically correct, but it will also allow you to avoid the pitfall of being impeached or caught not telling the truth. Sometimes the truth might not make us look the most redeeming, but nonetheless providing truthful testimony is not only necessary, but also is one of the primary keys to successful testimony. Therefore, when testifying, remember the following:

Continued on following page...GREGORY

TAYLOR— Continued from page 19 ...

Questions:

- (a) Why is it important to you and PSA to maintain continual focus?
- (b) What steps will you take to maintain continual customer focus?

Because we service many people from various backgrounds, I think everyone within PSA would benefit from this training, and remember:

*Do less than customers expect
and service is perceived as bad.
Do exactly what customers expect
and service is perceived as good.
But do more than customers expect
and service is perceived as superior.*

DURRETT— Continued from page 16 ...

useful to ensure the government gets what it needs and also gets the best value for its money. So what is market research and how can it be conducted within the parameters of federal regulations?

There are many ways to conduct market research. The level of effort expended and the detail of that research should be commensurate with the size of the requirement. The Internet is probably one of the most effective tools available to perform market research. There are thousands of sources of supply that can provide almost all of the information you could need. A catalog is another good source of reference. There are times, however, when all of your questions cannot be answered without a telephone call or a visit to the vendor's business. If that happens to be the case, it is acceptable to speak to a vendor as long as he is advised at the beginning of the conversation that you are only conducting market research to determine what is available in the marketplace. If the vendor pushes for more information about the timing of the requirement, etc., simply tell the vendor that the Procurement Office will be the point of contact if a requirement is identified.

Once you have the results of your market research, this information will form the basis of your written purchase request that you provide to the Procurement Office. The more information you can provide that describes your requirement, the better equipped the buyer will be in getting you the item or service that you need. Remember, if you are requesting a particular item and it comes in a choice of size, color, or design, you must include the information with your request so the buyer does not have to delay the purchase to come back to you for that information.

Also, remember to provide the buyer with the vendor's name, address and telephone number as a suggested source, along with the detailed description of the item and a manufacturer's part number or catalog number. That information will help the buyer understand your requirement and gives the buyer a source of contact. Within the federal environment, all purchases that exceed \$2,500 must be competed. For those requirements under \$2,500, the method of purchasing is the Government credit card. Its use is mandatory for these purchases, with the exception of the items listed on the Agency's Do Not Purchase List, found in the cardholder's handbook.

Do not feel that you are responsible to negotiate with the vendor; in fact, there are only a limited number of persons authorized to negotiate on behalf of the federal government. Those persons (i.e., Contracting Officers) are given special written authorization, in accordance with the U.S. Office of Federal Procurement Policy guidelines, to obligate the Government.

As a federal government agency, there are many laws and regulations in place that control how procurements are conducted. The laws and regulations are in place to ensure fair and equitable treatment of vendors who wish to compete for federal contracts and accountability for the proper use of those public funds. You are certainly not expected to know and understand all of the laws and regulations. However, it is prudent that when in doubt, contact your Procurement Office to address questions that you might have regarding your requirement or the method that will be used to procure your goods and services. Feel free to stop by and talk to the Agency Procurement Office staff: Darren Brown, Pamela Callicutt, Pamela Durrett, and Angela Simmons. They are located on the 11th floor of 633 Indiana Avenue.

GREGORY— Continued from previous page...

-Tell the truth. Be as specific or as vague as your memory allows, but stick to your true recollection.

-If asked whether you discussed your testimony with agency counsel or the government attorney, say yes, as this is your right.

As you can see there are many tips to consider when testifying, but they are all commonsensical and easy to employ. These tips will lessen the pressure of testifying and will help prepare you for the uncertainty of what to expect during your examination.

ROWLSON — CONTINUED FROM PAGE 14

DCFSA versus Child Care Tax Credits

Depending upon your particular tax situation, it may be more advantageous to you to use the tax credit rather than a DCFSA exclusion. The amount of the DCFSA exclusion is limited to \$5,000 per tax year (\$2,500 for married individuals filing separate returns). If the applicable limitation is exceeded, the excess is included in income and taxable. There is a Dependent Care Tax Credit Worksheet that can help you determine which option is best for you.

You may also wish to consult a tax professional if you are unsure of which option is more beneficial for your particular tax situation.

Are there any negative factors to the tax savings through an FSA?

While almost all employees benefit from the tax savings, your pre-tax contributions may slightly reduce your Social Security benefits at retirement. However, the value of your current year tax savings will more than offset the very slight reduction in Social Security benefits that occurs in future years. While it does not compute Social Security benefits, the FSAFEDS Calculator will allow you to view your potential tax savings.

Under current tax rules, money cannot be carried over from one Plan Year to the next or refunded. Any money not claimed within 120 days from the end of the Plan Year **will be forfeited by you**. This is a major reason employees need to be conservative in their estimate of how much money to allocate to an FSA.

Used wisely, flexible spending accounts are effective financial management tools that can stretch the disposable incomes of account holders and ensure that funds are available, when needed, to pay for out-of-pocket medical expenses or the dependent care costs of a child or parent.

PSA currently pays all administrative fees on behalf of its enrolled employees.

To enroll in FSA and monitor your FSA account please visit www.fsafeds.com.

Editor's Note: Although the FSA Open Season has closed for this year, you will have an opportunity to participate when this is again offered next year.

Fiscal Year 2003 Highlights

FINANCE AND ADMINISTRATION

DEVELOPED FRONT-END PET APPLICATION (SF-52)
PERFORMED YEAR-END FUNDS REVIEW
PREPARED FY05 DATA CALL
COMPLETED FY05 BUDGET SUBMISSION
BUILD-OUTS (500 INDIANA; 601 INDIANA AND LAB)
MOVE MULTIPLE UNITS
REDESIGNED ODN APPLICATION
SELF-CERTIFICATION OF PAYMENTS
WEB HOSTING CONTRACT AWARDED
COMPLETED AWARD FOR LIMS

HUMAN RESOURCES

ESTABLISHED COMMUNITY JUSTICE
RESOURCES BRANCH
MANAGED SOLUTIONS PHASE OF PERFORM-
ANCE MANAGEMENT REVIEW PROJECT
DEVELOPED RECRUITMENT MATERIALS
INITIATED FIRST OPEN SEASON FOR FLEXIBLE
SPENDING PROGRAM
LEO RETIREMENT COVERAGE ISSUE
SUCCESSFULLY RESOLVED
FEHB HEALTH FAIR
2003 RETROACTIVE PAY INCREASE PROJECT
PET DEVELOPMENT AND TESTING (SF-52)
HUMAN RESOURCES POLICY DEVELOPMENT
INITIATION OF LENGTH OF SERVICE
CERTIFICATE PROGRAM

INFORMATION TECHNOLOGY

PRISM UP-TIME-99.9%
FINISHED PRISM 2.0 ANALYSIS AND DESIGN
FINISHED DATA WAREHOUSE PROJECT
LAUNCHED CASE ASSIGNMENT
REFINED HELP DESK OPERATION
AUTOMATED SOFTWARE AUDIT
IMPLEMENTED TRACK-IT HELP DESK SOFTWARE FOR
LAB
TRAINING DATABASE FOR TRAINING
DEVELOPED SOFTWARE LICENSING AND LOANER
EQUIPMENT POLICIES
VPN MANAGEMENT INSTRUCTION

STRATEGIC PLANNING, ANALYSIS AND EVALUATION

ELECTRONIC MONITORING PROCESS
EVALUATION
NEW DIRECTIONS STAFF INTERVIEWS RE
SUPERVISION AND TREATMENT GROUPS
PERFORMANCE MEASURES DATA DISTRIBUTED
TO BRANCH MANAGERS
2005-2010 STRATEGIC PLAN COMPLETED
DATA WAREHOUSE DEVELOPED

FORENSIC RESEARCH

SAMPLE TRACKING PROGRAM
INTERN PROGRAM
LIMS PROJECT
REAGENT SOW
LIBRARY SEARCH ENGINE
PCP PROJECT
SWEAT RESEARCH
METHOD DEVELOPMENT
DEVELOP LC/MS PROTOCOLS
DEVELOP TRAINING MODULE
DEVELOP PROGRAMS FOR REDUCED TESTING

TRAINING AND CAREER DEVELOPMENT

POSITION TASK ANALYSES
CAREER MANAGEMENT SYSTEM
EMPLOYEE DEVELOPMENT ACTION PLANS
SUPERVISORY DEVELOPMENT PROGRAM
MENTORING PROGRAM
PSA TRAINING DAYS
INSTALLATION OF LEARNING MANAGEMENT SYSTEM

COURT SERVICES BRANCH

BRANCH UNITS FUNCTION AS AN
INTERCONNECTED "24-7" OPERATION
IMPROVED CASE/INTERVIEW PRODUCTION
RELEASE SERVICES UNIT CREATED
QUALITY RECURRENT IN-UNIT TRAINING OF
NEW STAFF
ENHANCED CUSTOMER SERVICE
MODIFICATIONS TO CITATION RELEASE
RECOMMENDATIONS INCLUDED IN TREATMENT
REVITALIZATION FOR SANCTIONS

TREATMENT BRANCH

NEW DIRECTONS POPULATION DOUBLED
IN THE LAST YEAR
NEW DIRECTIONS MOVED FROM SINGLE
SUPERVISION TO DUAL SUPERVISION
SCDIP ALUMNI/AFTERCARE PROGRAM
DRUG COURT'S SANCTIONS LIST
IS BETWEEN 2-5% - AN ALL TIME LOW
TREATMENT BRANCH NEWSLETTER
CREATED THE CHOICE TREATMENT
READINESS MODULE
DESIGNED DRUG COURT PARTICIPANT'S HANDBOOK
IMPLEMENTED THE TREATMENT
REVITALIZATION PROTOCOLS
SANCTION-BASED TREATMENT TEAM MOVED
TO THIS BRANCH FROM GSU

FORENSIC TOXICOLOGY DRUG TESTING LABORATORY

HELP DESK IMPLEMENTED
LAB ACCREDITATION RECEIVED
RECERTIFIED BY HHS
RENOVATIONS (ADDED 480 SQ. FT.)
INSTITUTED 3RD SHIFT TESTING
FOR ALL NIGHT ANALYSIS
5 EMPLOYEES ATTENDED CONTINUING EDUCATION
IMPLEMENTED GCMS-NEW ASSAYS

SUPERVISION BRANCH

MOVED ALL OF GSU TO 601
CLOSING OF CCC#4
MOVEMENT OF WORK RELEASE DEFENDANTS TO
ISP/WORK RELEASE UNIT
IMPLEMENTATION OF ELECTRONIC
MONITORING
IN ISP
ASSUMPTION OF RESPONSIBILITIES IN C301
REORGANIZATION OF GSU
INCLUDING CREATION OF COURT
REPRESENTATIVES UNIT
IMPLEMENTATION OF COMMUNITY COURT
IMPLEMENTATION OF PROSTITUTION COURT

JUSTICE AND COMMUNITY RELATIONS

SIGNED MOU WITH DEPARTMENT OF
EMPLOYMENT SERVICES TO SUPPORT
THE EAST OF THE RIVER COMMUNITY COURT
MOUS FOR SOCIAL AND TREATMENT SERVICES WITH
THE FULTON HOUSE AND WHITMAN- WALKER CLINIC
TO SUPPORT PROSTITUTION COURT
NEW MOUS FOR COMMUNITY SERVICE WITH THE
DEPARTMENT OF PARKS AND RECREATION,
DEPARTMENT OF PUBLIC WORKS, AND
THE DOWNTOWN DC BUSINESS IMPROVEMENT
DISTRICT
DEVELOPED CAPITAL SERVICE PROGRAM FOR
COMMUNITY SERVICE OPPORTUNITIES THROUGH
AGREEMENTS WITH COMMUNITY
ORGANIZATIONS

DRUG TESTING AND COMPLIANCE UNIT

TRAINING POSITION FOR DRUG TECHS
AND ASST PSOs PUT INTO PLACE
ASSUMPTION OF DRUG COLLECTION LOCK-UP
RESPONSIBILITIES
FROM DISTRICT COURT
IMPLEMENTATION OF ONE SITE TESTING FOR
DUALY SUPERVISED PSA/PROBATION &
PAROLE CLIENTS
CONTINUED CROSS-TRAINING BETWEEN
JUVENILE AND ADULT UNITS

POLICY AND PROGRAM DEVELOPMENT

NUMEROUS POLICIES AND MANAGEMENT
INSTRUCTIONS COMPLETED
LAUNCHED SECOND YEAR OF SUBSTANCE ABUSE
TREATMENT TRAINING PROGRAM
COMPLETED PROGRAM DESIGN FOR SPECIALIZED
SUPERVISION UNIT (MENTAL HEALTH)
PRISM LOOKUP LIST WORKGROUP

COMMUNITY JUSTICE RESOURCES BRANCH

LAUNCHED THE SPECIALIZED SUPERVISION UNIT
SOCIAL SERVICES & ASSESSMENT CENTER BECAME A WALK-IN CENTER FOR ALL SERVICES
CONDUCTED ON-SITE, UNSCHEDULED ASIS IN GSU, REDUCING THE NO-SHOW RATE TO ALMOST ZERO
IMPLEMENTED NEW AUTOMATED ASI SOFTWARE
HOSTED FIRST ANNUAL 4-DAY SUMMER TRAINING INSTITUTE
BEGAN MAKING INITIAL CONTACTS AND REFERRALS FOR CAPITAL SERVICE PROGRAM
FOR COMMUNITY COURT

Who's Your Rep???

Director's Staff Communications Advisory Committee Representatives

Annette Bryant; Linda Christian (Office of the Director)
Claire Johnson (Justice and Community Relations)
Monica James (Operations)
Shavon Butler (Human Resources)
Staci Burrough; Andrea Dunn (Training and Career Development)
Linda Linnell; Louis Vaughn (Strategic Planning, Analysis and Evaluation)
Alma Bell-Billups (Finance & Administration)
Ana Caro; Glenda Flowers; Franklin Dunn; Angela Leonard (Drug Court)
Ruth Jones; Sheila Cherry (Social Services and Assessment Center)
Jocelyn Harris; Renee Madden; Alan Petty; Arnice Mack (Lab)
Brian Rybicki; Daniel Taylor (Policy & Program Development)
Carla Punch; Dave Cooper (Intensive Supervision)
Charlene Andrews; Kenneth Black; Stanley Cockrell; Michael Lopez;
Jocelyn Stevenson; Tiffany Manley; Takeysha Robinson; Tracie Wilson
(General Supervision)
Karen Brown; Diana Lowery (Information Technology)
Marcia Guarino; Kristin Kainu (Heightened Supervision)
Kim Harris-Cobb (New Directions)
Mark Davis-McCrary (Drug Testing and Compliance Unit)
Anissa Johnson; LaTonya McKellery (Diagnostic Unit)
Kim-Lee Watson (US District Court)

BRIGUGLIO—Continued from page 18...

sues that we confront on a daily basis. The most important thing you need to do as a woman is "listen to your body;" no one else can do this but you. Take those vitamins, eat balanced meals, stop smoking, exercise regularly (stop talking about it and do it), know your energy gains/drains, relax a little each day, and get the right amount of sleep.

To reduce stress and enjoy life a little more, try to utilize the six Rs for stress management: **Responsibility** (take control, establish priorities, say "no"); **Reflection** (know your stress triggers, be aware of stress symptoms, and check your balance in life – personal / spiritual / education / health / career / financial); **Relaxation** (do something good for yourself, schedule solution planning time, and schedule time out); **Relationships** (maintain supportive relationships, manage your relationships, and improve your relationship with yourself); **Refueling** (eat a balanced diet, be aware of caffeine and fat intake, drink lots of water); and **Recreation** (all the fun stuff that makes you smile). Allowing yourself time to utilize the six "Rs" can make your personal and professional life so much more enjoyable. The bottom line is this: LAUGH, HAVE FUN, AND ENJOY LIFE TO THE FULLEST!

New Hires

OFFICE OF FINANCE & ADMINISTRATION

Devin Bassett, Sr.

Support Services Specialist

FTDTL (LAB)

Tamisha Antrum

Lab Technician

DRUG TESTING AND COMPLIANCE UNIT

Drug Testing Technicians

Rasheba Eason

Rebecca Gaither

Nicole Harris

Keith Sydnor

DeAndre Tyler

Raul Villa

LaVon White

COURT SERVICES BRANCH

Pretrial Services Officers

Renee Donoho

Roger Hernandez

Joseph Maye

Kendal Schweizer

Carlos Urrutia

Stephanie Wilson

Sharon Parker-Ware

Program Assistant

NEW DIRECTIONS

Pretrial Services Officers

Antonio Green, III

Tarinna Whitmire-Terrell

SANCTION-BASED TREATMENT PROGRAM

Pretrial Services Officer

Michael Popil (returning from the
Administrative Office of the U.S. Courts)

COMMUNITY JUSTICE RESOURCES BRANCH

Alton Byrd

Supervisor, Specialized Supervision Unit

Pretrial Services Officers

Sahair Kaboli-Monfared

Melissa Phillips

Program Assistant

R. Renee Clark

US DISTRICT COURT

Simone Tindall

Program Assistant

Welcome to the PSA Family!



Congratulations to ORLANDO GHOLSON

on passing the CAC exam.
The Treatment Branch is proud
of your accomplishment!

Best Wishes in your new positions:

COMMUNITY JUSTICE RESOURCES BRANCH

Rashida Mims

SPECIAL ASSISTANT

TREATMENT BRANCH

Tracey Carson

SANCTION-BASED TREATMENT
TEAM SUPERVISOR

PRETRIAL SERVICES OFFICERS

Brian Perry (New Directions)

Dallas Burgess (Evening Unit)

Chris Talley (Evening Unit)

Stefan Coleman (Court Services)

Brant Powell (Court Services)

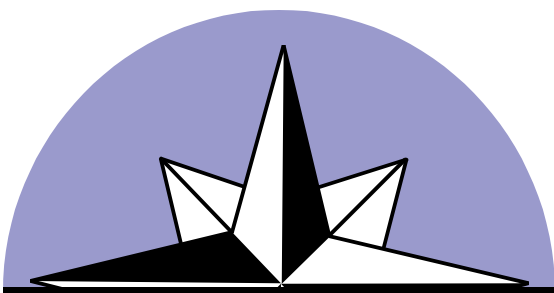
DRUG TESTING AND COMPLIANCE UNIT ASSISTANT PRETRIAL SERVICES OFFICERS

Zina Freeman

Ronetta Harris

August—Happy Belated Birthday Wishes

Zaheerah Abdullah (1st); Aden Williams (2nd); Simone Tindall (6th); Jeff Ambush (9th); Anthony Davis (11th); Michael Moore (12th); Andrea Dunn (13th); LaVon Williams (14th); Renee Donoho and Zina Freeman (17th); Stephanie Phillips (18th); Rufus Felder and Valerie Hambrick (19th); Brian Beatty and Jeffrey Wright (20th); George Zouzoulas (21st); Cynthia Cummings (22nd); Chandra Colvin-Foster (23rd); Natasha Davis, Alton Etheridge, Tiffany Manley and Kori Spriggs (25th); Charlene Andrews (26th); and Anthony Gales (30th).



All the best to those who have moved on—

Willette Bruton

Human Resources Assistant
(Department of the Interior)

David Fish

PSO-US District Court
(US Pretrial-Richmond, VA)

Kevin Harding

Drug Testing Technician
(MPD)

Cliffe O'Banner

Assistant PSO
Drug Testing and Compliance Unit
(US Customs)

Tracey Palmer

Assistant PSO-Evening Unit
(CSOSA)

Carolyn Peake

Senior Program Analyst
Strategic Planning, Analysis & Eval.
(USDA)

David Reed

PSO-Intensive Supervision
(US Probation and Pretrial-Greenbelt, MD)

Douglas Rheinheimer

Toxicologist, Lab
(Health and Human Services)

~ Parking Drawing Winners ~

August

Annette Bryant

Office of the Director

Sylvia Jones

Drug Testing and Compliance Unit

Norma Scott

Training and Career Development

September

Carolyn Bowen

Drug Testing and Compliance Unit

Natasha Davis

General Supervision

Saul Atencio

General Supervision

October

Byron Daniels

General Supervision

Tarvetta Wright

Drug Court

November

Monica James

Operations

Adrienna Sewell

General Supervision

December

Sheila Cherry

Social Services

September

—Best Belated Birthday Wishes—

Sekou Lawson (3rd); Barbara Hill (5th); Michelle Consuegra and Peter Krauthamer (6th); Sylvia Evans (7th); Takeysa Robinson (8th); Ashton Khuu (10th); Kevin Harding (11th); Victor Alcalde and Marsha Clarke-Everette (13th); Alton Byrd (15th); Pamela Durrett, Janeth Munoz and Louis Vaughn (16th); Paige Reinhart (17th); Joyce Haynes (19th); R. Renee Clark, Marilyn Randolph and Kendal Schweizer (20th); Wesley Branch, III and Valerie Taylor (21st); Michael Sheppard (22nd); Mark Griffin and Angela Leonard (23rd); Deron Edwards and Pamela Thomas (24th); Calvert Edison (25th); Bryan Collins (26th); Andrew Marcus and Angela McDonald-Alieu (27th); Daniel Gillespie (28th); and Sharon Banks and Brian Perry (29th).

October

~ Best Belated Birthday Wishes ~

Steve Bell and Carla Punch (2nd); Kendra Anderson (4th); Richard Taylor (6th); Tarianna Whitmore-Terrell (9th); Brant Powell and James Ridgway (11th); Linda Christian and Teresa Grant (14th); Charlene Coleman (18th); Pamela Callicutt (19th); Kendra Jones and Heather Sonabend (21st); Darlene Wilkins (22nd); LaTonya Lipford-Proctor and Sharon Parker-Ware (25th); Tracey Carson and Donna Jones (26th); Teena Miller (27th); Pamela Brown (28th); Spurgeon Kennedy (29th); Christina Chaillet and Corey Magill (30th); and Sabrina Drakeford (31st).

*Our deepest condolences to those whose
loved ones passed away:*

Mohamed Bah (father and mother)
Linda Christian (mother)
Tanya McNair (father)
Carolyn Peake (mother)
Debbie Taylor (uncle)
Sunil Taneja (mother)
Michele Yemo (uncle)

November

~ Belated Happy Birthday Wishes ~

Marcello Macherelli and Dan Taylor (5th); Donna Madole and Shantele Russell (8th); Pocohontas Carter (9th); Patrick Arbuco and Katina Palmer (10th); Alvin Brown (11th); Shavon Butler (14th); Willie Agnew and Nsunda Bangudi (15th); James Jones (16th); Glenda Flowers (18th); Eric Holder, Tamara Lane and Sherry Reed (19th); Carlos Urnitta (20th); Sahair Kaboli-Monfared (22nd); Liz Brassell and Roger Hernandez (23rd); Sylvia Jones (25th); Saul Atencio and Michelle Robillard (27th); Sharletta Jackson (28th); and Norma Scott (29th).

CONGRATULATIONS TO THE RECIPIENTS OF LENGTH OF GOVERNMENT SERVICE CERTIFICATES

5 YEARS

ROSALYN BROWN
STEPHANIE BURKHALTER
LEONTYNE FREDERICKS
BARBARA HILL
PAMELA JOHNSON
SERENTO JONES
KRISTIN KAINU
THOMAS MCGRUFF
KIMBERLY MUCHNICK
SUNGHEE PARK
DEMOND TIGS

10 YEARS

MIKAL ROC

15 YEARS

MICHELLE AMOS
ALMA BELL-BILLUPS
KAREN BROWN
SHAVON BUTLER
MICHAEL SHEPPARD
DEBBIE TAYLOR

20 YEARS

DARREN BROWN
SHIRLEY DRAYTON
MARCELLO MACHERELLI

30 YEARS

Best wishes to **Dallas Burgess** for a speedy recovery from surgery; and to **Claudine Thompson**, who is recovering from a car accident.

Congratulations

to **Rick and Nikki Neal** on the birth of their son, Garriston Jamiah Neal. Garriston was born on October 31st weighing in at 7 lbs., 10.5 oz.

December

~ Happy Birthday Wishes ~

Stephen Crabtree (2nd); Ron Hickey and Claudine Thompson (4th); Juan Granados (6th); Nikki Neal and Trudy Van Voorhis (7th); Robynne Gant-Welborne (8th); Antonio Green (9th); Tammy Everitt (10th); Bill Thompson (13th); Byron Daniels and Marcia Guarino (15th); Dennis Caravantes, Dwayne Dimps and Tracie Wilson (16th); Gerry Chapman and Jocylin Stevenson (22nd); Eric Kravchick (24th); Barry Churn (26th); Rashida Mims (27th); Nicole Harris, Shay Holman and Innocent Nwaopara (28th); Linda Linnell (29th); Romeyn Rowson (30th); and Anissa Johnson and Renee Madden (31st).

Best Wishes to

Scott Hopkins

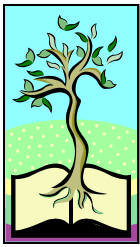
on his November 8th marriage to Tina Macdonald.
The happy couple honeymooned in St. Lucia.

Malaika Mayberry

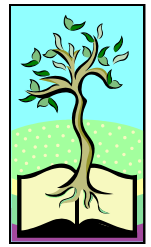
on her November 8th marriage to Paul Williams.
The happy couple honeymooned in the Bahamas.

THE ADVOCATE
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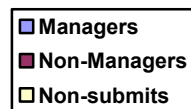
When you talk, we listen!



The Results of the FY 2004 Annual Training Needs Assessment Surveys

By Christina Ruppert
Training and Career Development Center

In August 2003, PSA staff completed the online FY 2004 Annual Training Needs Assessment surveys. Both non-managers and managers at PSA identified pertinent training courses that will improve or enhance current performance or assist with developing skills for future career goals. The Training and Career Development Center thanks all of the staff that participated in submitting the surveys. The overall response rate, represented by the chart below, was 67%.



67% Overall Response Rate

<u>Survey</u>	<u>Response Rate</u>
Managers Survey	91%
Non-Managers Survey	64%
Overall	67%

Through the surveys, PSA staff communicated the training courses they need and want in Fiscal Year 2004. **Here are the results.**



PSA is going places!!

From a list of 38 courses, PSA staff identified which courses were Critical, Enhancing or Developmental. They also listed any refresher courses or additional training courses they thought they needed. They identified the following training courses to get them where they need to go.

Training Courses that are Critical, Enhancing or Developmental:

Critical training courses are: **Critical for current job performance** – you need it in order to do your job at the required level.

These are the courses PSA said are Critical:

Critical for Non-Managers

1. Writing Skills
2. How to Handle Difficult People
3. Team Building
4. Time Management
5. Customer Service
6. Communicating Persuasively
7. Keyboarding Skills
8. Word
9. Outlook
10. Stress Management



Critical for Managers

- | | |
|---|--|
| 1. Appraising People and Performance | 14. Thinking Clearly and Analytically |
| 2. Giving Clear Information | 15. How to Handle Difficult People |
| 3. Training and Coaching | 16. Communication Skills for Managers |
| 4. Team Building | 17. Dealing with Change |
| 5. Communicating Persuasively | 18. Conflict Resolution |
| 6. Time Management | 19. Planning and Scheduling Work |
| 7. Setting Goals and Standards | 20. How to Develop Policies/ Management Instructions |
| 8. Disciplining and Counseling | 21. Transitioning from Staff to Supervisor |
| 9. Listening Skills | 22. Project Management |
| 10. Conduct Issues | 23. Customer Service |
| 11. Managing Multiple Projects | 24. Getting Unbiased Information |
| 12. Identifying and Solving Problems | 25. Diversity Awareness |
| 13. Making Decisions and Weighing Risks | 26. Writing Skills |

Enhancing training courses are: **Enhancing for current job performance** – you perform at the required level, but you need the training in order to do your job better.

These are the courses PSA said are Enhancing:

Enhancing for Non-Managers

1. Excel
2. PowerPoint
3. Stress Management*
4. Writing Skills*
5. Office Safety
6. Project Management
7. Mental Health Issues
8. Self Defense
9. Word*
10. Setting Goals
11. Suicide Awareness



Enhancing for Managers

1. Financial Management
2. Excel
3. PowerPoint
4. Microsoft Project
5. Microsoft Publisher

* These courses were previously identified as Critical to the non-managers' current performance. See table above.

Developmental training courses for future career goals are: **Solely for developmental purposes** – you do not need the training for your current position, but it is needed in order to improve your skills to meet future goals, and the training may benefit the Agency.

These are the courses PSA said are Developmental:

Developmental for Non-Managers

1. Budgeting
2. Financial Management
3. Microsoft Publisher
4. CPR/First Aid
5. Microsoft Project
6. Career Development skills, e.g., job interviews, resume writing, etc.
7. Supervisory Training
8. PowerPoint**
9. Mentoring Program Training
10. Train the Trainer
11. How to Deal with Change
12. Suicide Awareness**
13. Anger Management
14. Excel**
15. The Career Management System
16. Self Defense**
17. Substance Abuse Treatment Modalities
18. Case Management

** These courses were previously identified as Enhancing to the non-managers' current performance. See table above.

Developmental for Managers

1. Authenticity/Emotional Intelligence
2. CPR/First Aid



Refresher training courses are: **Review courses to assist in performing your current job.**

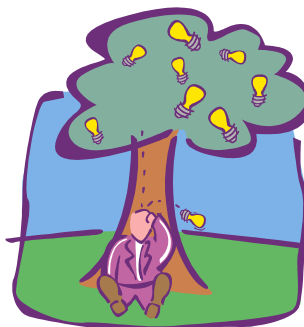
These are the courses PSA said are necessary Refresher Courses:

Refresher for Non-Managers

1. III/NLETS
2. PRISM
3. CJIS

Refresher for Managers

1. III/NLETS
2. ABA DABA
3. SMART
4. Microsoft Project
5. Microsoft Publisher



**Oops! I forgot how to do that.
Good thing I'm going to that
refresher course.**

Additional training courses include: Training courses that were not previously identified that would improve both current and future performance.

These are the courses PSA said are necessary Additional Training Courses:

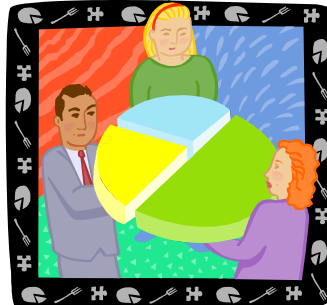
Additional Courses for Non-Managers

1. Spanish
2. Crystal Reports
3. Motivational Training
4. Crystal Reports Enterprise
5. Expert witness testimony and preparation

Additional Course for Managers

1. HR Issues and Policies for Supervisors

The Training and Career Development Center will review the training courses identified by PSA staff through the FY 2004 Training Needs Assessment surveys and incorporate the results into its training plan for Fiscal Year 2004. For more information regarding the FY 2004 Training Needs Assessment, please contact Christina Ruppert in the Training and Career Development Center, 442-1923. We are looking forward to even better participation next year regarding the FY 2005 Annual Training Needs Assessment. Thank you in advance for taking the time to complete the survey.



Future Goal: 100% Participation

Nancy E. Allen
Attorney At Law
2804 Shepherd Street
Mt. Rainier, MD 20712
(301) 864-9208

July 13, 2003

Ms. Susie Shaffer
Director, Pre-Trial Services
633 Indiana Avenue, N.W.
Suite 1120
Washington, D.C. 20004

Dear Ms. Shaffer:

I have been a Criminal Justice Act Attorney for twelve years and am one of the stand in attorneys who cover re-arrest cases in courtroom C-10. As such, I have dealt with the pre-trial services staff for a long time. I have always found your staff at superior court to be courteous, professional, and hardworking. Yesterday, Saturday, July 12, they outdid themselves... They were faced with a surprise prostitution sweep resulting in over 50 lock-ups for solicitation, not to mention the regular Saturday arrests.

The cellblock was as jam packed as I have ever seen it. Your staff was interviewing and writing up reports non-stop. In the cellblock, they had to yell to be heard over the din, they got breathed on, sneezed on, and complained to all day long. Yet, each of them maintained their professional demeanor and each was invariably courteous, even cheerful. In the courtroom, the staff person there kept up with reams of paperwork and never lost her composure, despite a fairly stressful atmosphere. I would have had to tear my hair out after an hour...

Because of your staff's efficiency, we were able to finish our day by 6:30. I think many of us take the work of the pre-trial services staff for granted. When things go smoothly in C-10 and elsewhere in the courthouse, we don't even consider their role in it. When things are slow, we blame them. I am writing to commend them for their work everyday, but especially to let you know that, for their work yesterday, they deserve a medal!

Sincerely,



Nancy Allen, Esq.

D.C. PRETRIAL SERVICES
AGENCY

2003 JUL 17 AM 11:07

RECEIVED

**Superior Court of the District of Columbia
Washington, D.C. 20001**

Chambers of
Robert R. Rigsby
Judge

2003 DEC -2 PM 2:53
D.C. PRETRIAL SERVICES
AGENCY

(202) 879-4344

November 24th, 2003

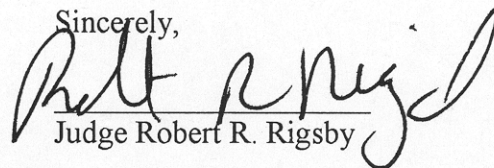
Dear Ms. Shaffer,

This letter is just a small part of the appreciation I would like to express toward Robin Gant for all the hard work and dedication she displays in and out of the courtroom. Her guidance and knowledge about pretrial services assures that each person gets not only the proper help, but allows me to make informed decisions regarding each defendant's future.

Robin is willing to put in the time to do a good job. She is always available when I need her. Just the other week we had a jury trial that went long. She had a minor matter to present to the court but was willing to stay overtime in order make sure that the court heard what she had to say. When she stands in front of the court to let me know pretrial's recommendation's she is always very articulate and is able to provide me with answers.

Robin surpasses all expectations with her organizational skills. The clear dedication she presents toward her job is impressive. In short, Robin is a wonderful person and her contributions are of the utmost value to many people daily.

Sincerely,



Judge Robert R. Rigsby

CC:

Lavon Williams, Supervisor
Michael Williams, Branch Manager

**Superior Court of the District of Columbia
Washington, D.C. 20001**

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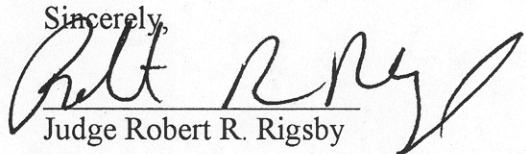
Dear Ms. Shaffer,

This letter is just a small part of the appreciation I would like to express toward Derrick Robinson for all the hard work and dedication he displays in and out of the courtroom. His guidance and knowledge about pretrial services assures that each person gets not only the proper help, but allows me to make informed decisions regarding each defendant's future.

Derrick is always very articulate and informative when he appears before me. He is professional and treats all parties before the court with respect. He is willing to put in the time and effort to make sure that he completes his job in a thorough manner.

Derrick surpasses all expectations with his organizational skills. The clear dedication he presents toward his job is impressive. In short, Derrick is a wonderful person and his contributions are of the utmost value to many people daily.

Sincerely,



Judge Robert R. Rigsby

CC:

Lavon Williams, Supervisor

Michael Williams, Branch Manager